



Maricopa County Treasurer FY 2022 Annual Report





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Introduction

About the Maricopa County Treasurer's Office

The Maricopa County Treasurer's Office proudly serves the taxpayers of America's fourth largest and fastest growing county. The Treasurer's Office is responsible for the billing and collection of both real and personal property taxes levied by the County and various taxing entities. The office receives, processes, invests, and most importantly, safeguards public funds. Additionally, the Maricopa County Treasurer's Office has a fiduciary responsibility to serve as the bank for school districts and special taxing districts within Maricopa County.

About this Document

The Maricopa County Treasurer's Annual Report is published in the fall. It provides information on the preceding fiscal year. Fiscal year 2022 began July 1, 2021, and ended June 30, 2022.

The annual report is intended to provide high-level information and data on the office's operations to the general public. Each section in the annual report represents a core function of the office. This document was made possible by the hard work and dedication of the Maricopa County Treasurer's Office staff.





Letter from the Treasurer

Dear Maricopa County Residents,

I want to start off by thanking you for electing me to be your Maricopa County Treasurer.

So, what does the Treasurer's Office do? Well, after the Assessor's Office sends us the value of your real property (land, house, commercial property, etc.) and personal property (mobile home, tools, and equipment over a certain value), and the Board of Supervisors sets the tax rate and levy, then the Treasurer's Office calculates your tax bill and sends it to you for payment.

When you pay your tax bill, you send it to this office. We not only collect the taxes, but we function as the County's bank. After all necessary expenses are paid, we invest the monies that are not needed immediately in a safe and responsible manner to achieve modest returns, as directed by law. Finally, we pursue those who do not pay their taxes. Annually, we collect approximately \$12 billion. Property tax dollars make up \$5.5 billion of that and are distributed to school districts (57%), cities (12%), Maricopa County government (11%), community colleges (11%), and special taxing districts (9%). The remaining amount we collect comes from a variety of sources such as federal grants and state education funds.

As I approach two years as the Maricopa County Treasurer, I am pleased to report things are moving forward. I was fortunate to have inherited a good staff. However, a top-heavy management structure and the organization of workflows made giving taxpayers quick, accurate, and complete service almost impossible. Moreover, our website is antiquated, the online payment system has some gaps, and our call center needs some real help. Meanwhile, there are several other smaller things requiring our attention.

To meet these challenges, we have reduced the work units in the office structure from five to three, moving one unit under the Chief of Staff, and combining two units into one. This reduced the unit management team from five to three. We have cross trained most of the staff to ensure adequate coverage of critical job duties, so operations do not come to a halt if an employee is out of the office. Our new website will be launched this fiscal year, and we are working with our vendor to improve our online payment system. We have a new manager at the call center, who has real success in this field, and is already making a positive change to the way we handle calls.

Paying taxes is never fun. But it is our goal as the Maricopa County Treasurer's Office to make it easier. I have a great team of people here. We collect \$5.5 billion of your hard-earned money in the form of property tax and we thank you for paying. Whether you pay \$8 or \$80,000 in property taxes, I, along with the entire Treasurer's team, want your experience to be a good one.

Thank you for paying your taxes and thank you for this job.

John M. Allen
Treasurer



Administrative Services

Accomplishments

The Administrative Services unit performs several key functions for the Treasurer's Office. This includes human resources activities, invoice payments, budgeting, facilities management, tax bill mailing, ballot storage, and document scanning and retention.

Fiscal year 2022 was certainly eventful. The Treasurer's Office made changes to its organizational structure to improve efficiency and collaboration, while reducing organizational and job task silos. From December 2021 to July 2022, staff worked in a temporary space while the main suite of the Treasurer's Office was renovated. Some staff were relocated several blocks away to a different County building.

Throughout all of these changes, staff demonstrated adaptability and positive attitudes. Treasurer Allen recognizes that the office's successes are possible because of the resilience of our great team. Below are some of the Administrative Services unit's accomplishments from fiscal year 2022:

- Created a document scanning center.
- Interviewed every employee in the office for feedback.
- Developed an emergency response plan.
- Simplified the office's group email inboxes and improved response practices.
- Provided staff with opportunities to attend educational conferences.
- Established a process for vendors to submit invoices directly to the County's accounting system.

Mailing Activities

Administrative Services coordinates mailing activities for the Treasurer's Office. Every September, tax information statements are sent to those who pay their taxes through their mortgage company, and tax bills are sent to those who pay their property taxes directly. Companies that pay property taxes on equipment that is leased out to consumers also receive tax bill mailings. These are referred to as lease account bills. Delinquent notices for property taxes are sent out in December, May, and June. Below you will find mailing data by tax year.

Number of Statements Mailed

Tax Year	2017	2018	2019	2020	2021
Current Year Mailings (sent in September)					
Single Parcel Bills	769,705	765,032	775,334	697,631	729,331
Lease Account Bills	28,833	16,103	23,858	22,555	25,987
Information Statements	N/A	N/A	755,120	777,416	792,060
Total Current Year Mailings	798,588	781,137	1,554,312	1,497,602	1,547,378
Previous Year Delinquent Notices	120,312	98,680	113,921	125,715	127,728
Grand Total	918,900	879,817	1,668,233	1,623,317	1,675,106

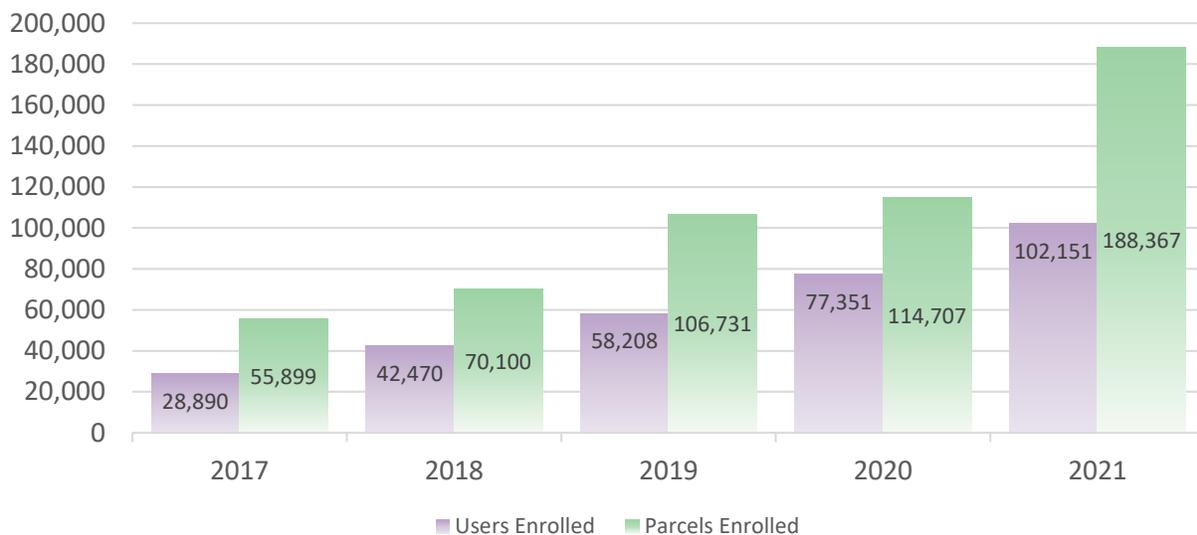


e-Notices

The Treasurer's Office provides taxpayers the ability to opt into e-Notices in order to receive their property tax information via email. There has been significant year-over-year growth in e-Notice enrollment. This is reflected both in the number of individual users enrolled, as well as the number of enrolled parcel accounts. Currently, 9.3% of parcel accounts are enrolled in e-Notices.

e-Notice enrollment is quick, easy, and free. Save steps and time by viewing your property tax information from your phone, tablet, or computer without having to wait for mail delivery. Visit enoticesonline.com to enroll today!

e-Notice Enrollment



Legislative Analysis

The Administrative Services unit actively monitors proposed legislation from the Arizona State Legislature for potential impacts to the Treasurer's Office's operations. In the 2022 legislative session, there were several noteworthy bills that were chaptered into law. [Laws 2022, Ch. 69](#) allows the Treasurer's Office to notify lienholders up to 365 days before their tax lien will expire. Previously, statute allowed 30 to 60 days advance notice. [Laws 2022, Ch. 192](#) requires school districts to file an accounting responsibility plan with the Treasurer's Office if they applied to independently manage their finances. Finally, [Laws 2022, Ch. 313](#) permanently removed the State Equalization Tax Rate from property tax bills.



Ballot Storage

The Administrative Services unit oversees the implementation of security protocols for ballot storage. Arizona Revised Statutes (A.R.S.) § 16-624 states that the County Treasurer must preserve election ballots in a secure facility. The retention period is two years for federal elections and six months for all other elections.

Scanning Center

The Administrative Services unit established a new scanning center in fiscal year 2022, with the goal of moving from a paper-driven office to a digital office. Documents are scanned and indexed into a computer application where they can be easily searched by parcel number, date, or other key characteristics, to better serve the customer. The scanning center currently has two full time employees. In fiscal year 2022, a total of 203,954 pages were scanned and indexed.

Looking Ahead

Fiscal year 2022 was a year of planning and change. The new organizational structure, as well as the renovations to our workspace, will equip the Treasurer's Office to best serve the public. The Administrative Services unit staff is excited for the possibilities that the new fiscal year brings, and we look forward to working with you!





Business Operations

Accomplishments

With a focus on internal efficiencies this past fiscal year, Treasurer Allen challenged members of his management team to look for opportunities and make suggestions on how to improve business processes, remove working silos, ensure adequate coverage and cross training, and improve overall communication amongst Treasurer's Office staff. Based on employee and management feedback, Treasurer Allen merged what were two separate units (Client Services and Tax Services) within the Treasurer's Office and created a single Business Operations unit.

Treasurer staff are now working more closely together, cross training, and learning business processes in areas previously unknown. This level of teamwork has already resulted in efficiencies in the areas of customer service and payment processing. For example, taxpayers visiting our office are now greeted by front counter staff, who are able to assist with all taxpayer inquiries in addition to accepting payments. No longer will taxpayers have to queue up in multiple lines when visiting our office! Other lesser seen 'back-office' business process changes have also taken place. These changes have resulted in better collaboration between staff, and have allowed us to address payment related inquiries more quickly.

From property tax collections, to submitting abatement requests and beyond, Business Operations is the hub of all taxpayer related activity in the Maricopa County Treasurer's Office. Below are some additional accomplishments of the Business Operations Unit:

- Eliminated a backlog of over 1,500 mobile home uncollectible accounts and abated \$6.5 million as required by A.R.S. § 42-19118.
- Successfully implemented the mortgage interest waiver program as required by A.R.S. § 42-18053(C).
- Redesigned the online research request form, decreasing the amount of time it takes staff to categorize, allocate, and complete taxpayer inquiries.
- Significantly reduced the number of payments held in impound due to missing payment details and/or inadequate amounts.
- Processed over 17,000 tax resolutions. Resolutions are tax adjustments made to a parcel account following an approved notice of claim filed with the Assessor's Office.
- Managed the collection and disbursement of over \$20 million of excess proceeds as prescribed by A.R.S. § 33-812. These monies represent the proceeds from the trustee sale on a foreclosed property above the amount owed to the lender. Any unclaimed monies are returned to the state two years after being deposited with the Treasurer's Office.



Property Tax Collections

Property taxes in Maricopa County can be paid several different ways. As a percentage of collections, the most popular method of payment is via our Corporate Services System (CSS). Here, financial institutions, tax servicing companies, mortgage companies, and individuals owning multiple properties can submit payment on multiple parcel accounts all at once. Taxpayers not utilizing escrow services can visit the Treasurer's website to pay electronically or stop by any full-service Chase bank in the state of Arizona to submit payment. Payments made at Chase bank must be made with a treasurer payment coupon. Don't have your coupon? Visit our website to download one today!

Property Tax Collections by Category

Category	Dollars Collected			Number Of Transactions		
	2021	2022	% Change	2021	2022	%
Corporate Services *	2,485,420,635	2,611,962,776	5.09%	1,676,819	1,734,455	3.44%
Lockbox	1,344,323,130	1,436,847,029	6.88%	550,033	598,953	8.89%
In Office	151,573,325	168,360,354	11.08%	84,569	60,138	-28.89%
Bank Branch	221,671,445	227,108,912	2.45%	125,859	128,613	2.19%
Online eCheck	808,979,758	938,257,417	15.98%	272,798	296,049	8.52%
Online Card	118,307,819	128,829,858	8.89%	99,790	107,169	7.39%
Online Bank	112,482,571	109,616,281	-2.55%	80,342	75,619	-5.88%
Total **	5,242,758,683	5,620,982,628	7.21%	2,890,210	3,000,996	3.83%

**Includes prior year tax payments, fees, and late payment interest.





Taxpayer Research Requests

The Treasurer's Office takes great pride in delivering accurate and timely results to the taxpayers we serve. Changes made to the online research request process have allowed our office to better capture and categorize research requests. Along with more staff collaboration, these changes resulted in Business Operations staff closing hundreds of research requests carried over from prior tax years.

Taxpayer Research Requests by Source

Source	2018	2019	2020	2021
Online	5,620	5,976	3,955	3,559
Mail	1,946	436	246	843
Personal E-mail	148	117	26	11
Phone	13	21	20	5
Fax	71	68	25	4
Walk-In	2,207	1,033	116	26
Assessor	6	11	8	0
Others	620	2,340	1,026	980
Total	10,631	10,002	5,422	5,428
In Service	0	0	0	236
In Queue	0	0	0	175
Closed	10,631	10,002	5,422	5,017
Total	10,631	10,002	5,422	5,428





Tax Liens & Deeds

Tax Lien Sale

Each February the Treasurer's office holds an online auction of delinquent property taxes. This auction provides the County a way of collecting property tax monies that otherwise might not be collected. On average, Maricopa County sells over 90% of the tax liens auctioned. Tax liens, also referred to as Certificates of Purchase (CPs), provide lienholders the potential opportunity to earn interest income. Tax liens not sold in the online auction can be purchased over the counter at the Treasurer's Office. Interested in participating in a tax lien sale? Visit our website to learn more about becoming a bidder.

Sale Year	2018	2019	2020	2021	2022
Tax Year	2016	2017	2018	2019	2020
Parcels Advertised	20,020	18,988	17,641	17,189	16,655
Parcels Not Auctioned*	7,168	6,546	5,945	6,941	6,537
Parcels Auctioned	12,852	12,442	11,696	10,248	10,118
Tax Liens Sold	12,145	11,705	11,189	9,713	9,361
Unsold Liens	707	737	507	535	757
Dollar Value	18,335,753	18,266,885	18,614,866	15,424,855	15,446,364
Average Interest Rate	4.20%	4.20%	5.33%	2.91%	2.26%

*Parcels advertised but not auctioned due to pending litigation.

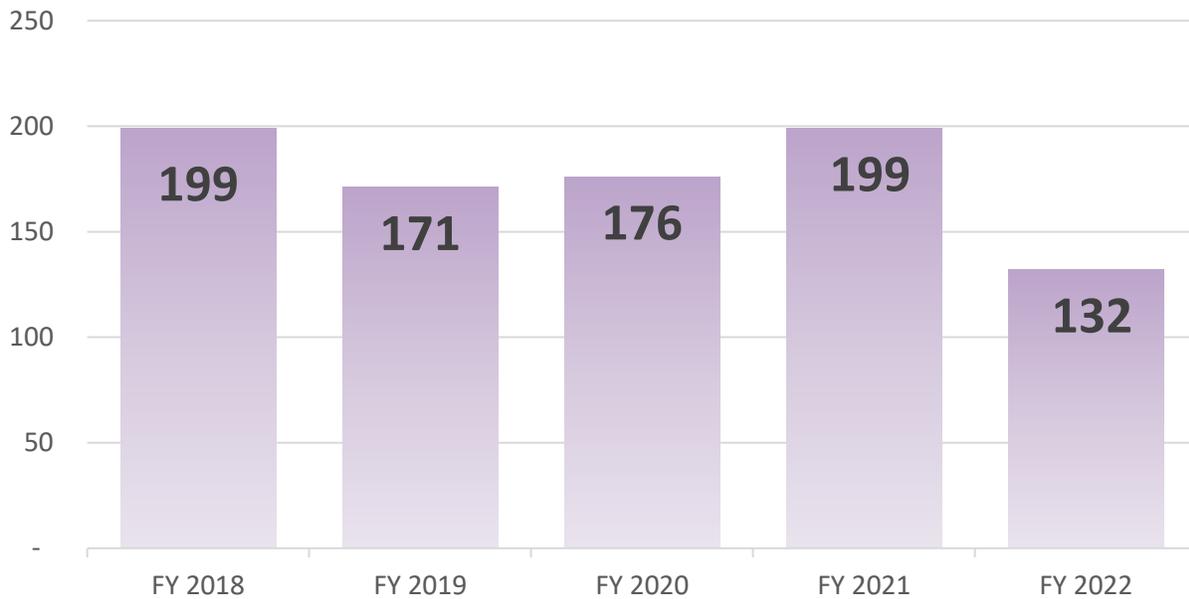




Investor Certificate of Purchase Foreclosures

CPs are eligible for foreclosure three years after the date of purchase. The foreclosure process provides an opportunity for taxpayers to bring their taxes current. This fiscal year, our office received over 1,100 statutorily required intent to foreclose notices from lienholders initiating the foreclosure process. Of the 1,100 foreclosure notices received, there were 132 foreclosures.

Investor Foreclosures



Tax Deed Land Sale

The Treasurer's Office conducts an online sale for state deeded parcel accounts. These parcels represent accounts foreclosed upon, due to no payment activity for at least five years. The Treasurer's Office offered 215 parcel accounts at auction in November of 2021. A total of 160 parcel accounts were sold during the online auction for a total amount of \$251,734.39.

Looking Ahead

Business Operations continues to pursue avenues of efficiencies in the work we perform and looks forward to sharing those with the taxpayers of Maricopa County over the coming years. With closer collaboration amongst staff, ensuring adequate coverage and cross training, and removing working silos, our team is equipped to meet the needs of the citizens we serve. We look forward to working with you!



Financial Services

Overview

The Financial Services unit strives to ensure monies received are recorded timely and accurately for approximately \$15 billion in transactions impacting school districts, community colleges, and other local governments required by statute to deposit certain public monies with the Maricopa County Treasurer.

The accounting system used by the Treasurer's Office is undergoing a major upgrade for the next few years. In planning for this upgrade, we received feedback from targeted focus groups and performed an internal analysis to determine improvements which could be implemented to deliver better, more efficient customer service.

Accomplishments

Some of the accomplishments achieved by Financial Services during fiscal year 2022 include:

- Reduced the number of days between an agency's deposit with the bank and the recording of the deposit in the accounting system.
 - Monies are more readily available to spend by school districts and County agencies.
 - Additional staff have been assigned to research miscellaneous deposits to ensure they are credited to the proper agency in a timely manner.
- Implemented improvements to Agency Web, which is an online resource for school districts and other entities that bank with the Treasurer's Office. More improvements are scheduled for the following year.
 - The transaction receipt is prominently displayed within the general ledger Inquiry module.
 - Folder descriptions within the reports tab have been renamed to be more descriptive and to remove duplicate information.
 - The reports section of Agency Web is undergoing a thorough analysis with many useful improvements are planned to make information easier to locate.
- Updated accounting workflows and documented additional workflows in anticipation of the planned upgrade to the accounting system.
 - Identified and corrected certain inefficiencies within current internal processes and planned for future improvements in the new system.
 - Began the process of scanning and indexing older accounting supporting documents .
- Implemented procedures for tracking incoming email requests received in the shared accounting mailbox.
 - Multiple accounting staff members can easily claim or determine ownership of each email request received.
- Updated our monthly report submitted to the Board of Supervisors.
 - The new report will include more comprehensive and useful information regarding the total inflows and outflows of monies through our system.
 - The new report was introduced in August of 2022.



Line of Credit Usage

Pursuant to A.R.S. § 11-604.01, the Board of Supervisors and the Treasurer for Maricopa County may enter into an agreement with a financial institution to grant temporary lines of credit to qualifying taxing districts. The Treasurer acts as the agent for each district that borrows from its credit line, which is only available for the duration of the fiscal year.

Credit lines are only drawn upon when the district does not have sufficient cash available to cover warrants (government checks) when presented for payment. Therefore, not all available credit lines may be used during a given year, and some credit lines are used for a very brief period. Smaller interest amounts are indicative of very brief borrowing periods. Below is a summary of total credit line activity during fiscal year 2022.

FY 2022 Credit Line Activity

District	Outstanding Beginning Balance	Borrowings	Payments	Outstanding Ending Balance	Interest Paid
Buckeye Valley Rural Fire	-	1,040,000	1,040,000	-	3,774
Sun City Fire	-	159,000	159,000	-	127
Arizona Fire & Medical Authority	-	167,000	167,000	-	205
Buckeye Elementary School	1,330,000	1,317,000	2,647,000	-	1,425
Cartwright Elementary School	13,447,000	27,894,000	33,393,000	7,948,000	29,621
Paloma Elementary School	-	205,000	205,000	-	430
Nadaburg Unified School	-	1,707,000	1,707,000	-	1,690
Dysart Unified School	-	2,825,000	2,825,000	-	1,761
Saddle Mountain Unified School	-	35,000	35,000	-	9
Deer Valley Unified School	-	3,689,000	3,689,000	-	2,823
Maricopa County Regional School	-	1,550,000	364,000	1,186,000	4,464
FY 2022 Totals	14,777,000	40,588,000	46,231,000	9,134,000	46,331



Voter-Approved Bonds

Debt Service Payments

The Treasurer's Office is responsible for making all debt service payments on voter-approved bonds issued by taxing districts within Maricopa County. The majority of bonds issued are related to school districts, with a few fire districts and one special health care district also issuing bonds. The amounts presented below include refunded bonds that were collected and transferred to the trustees for future payments.

Activity by District

District	Beginning Balance	Principal Payments	New Debt Issued	Ending Balance	Interest Payments	Sinking Fund Payments
Agua Fria UHSD	132,210,000	8,955,000		123,255,000	5,127,684	
Alhambra ESD	40,080,000	1,100,000		38,980,000	1,301,498	
Arlington ESD	1,360,000	205,000		1,155,000	45,422	
Avondale ESD	33,510,000	2,595,000	8,850,000	39,765,000	1,236,450	
Balsz ESD	28,715,000	2,270,000		26,445,000	1,160,113	
Buckeye ESD	37,125,000	2,650,000	5,410,000	39,885,000	1,391,517	
Buckeye UHSD	72,010,000	3,515,000		68,495,000	2,704,484	
Buckeye Valley FD	6,165,000	725,000	4,895,000	10,335,000	214,975	
Cartwright ESD	34,125,000	9,980,000	22,970,000	47,115,000	1,345,597	
Cave Creek USD	29,745,000	2,540,000		27,205,000	1,024,500	
Chandler USD	426,000,000	26,165,000		399,835,000	16,652,604	2,625,975
Creighton ESD	47,520,000	4,925,000	26,490,000	69,085,000	2,087,915	
Daisy Mountain FD	13,135,000	580,000		12,555,000	477,750	
Deer Valley USD	198,940,000	34,065,000	35,000,000	199,875,000	7,945,575	
Dysart USD	109,671,000	12,585,000		97,086,000	4,081,225	
Fountain Hills USD	7,780,000	1,045,000		6,735,000	246,975	
Fowler ESD	10,545,000	2,010,000		8,535,000	282,157	
Gila Bend USD	18,050,000	845,000		17,205,000	768,700	
Gilbert USD	132,715,000	20,355,000	43,750,000	156,110,000	5,033,181	
Glendale ESD	42,720,000	7,760,000	5,385,000	40,345,000	1,437,489	
Glendale UHSD	149,490,000	13,910,000		135,580,000	5,626,249	
Higley USD	95,550,000	8,625,000		86,925,000	3,429,075	
Kyrene ESD	202,190,000	19,235,000	30,105,000	213,060,000	8,430,572	
Laveen ESD	25,085,000	3,190,000		21,895,000	825,750	
Liberty ESD	41,265,000	2,095,000	5,570,000	44,740,000	1,508,211	
Litchfield ESD	48,220,000	4,835,000		43,385,000	1,497,249	
Littleton ESD	24,975,000	2,280,000	26,750,000	49,445,000	1,028,986	
Madison ESD	106,605,000	12,730,000		93,875,000	4,387,875	
Mesa USD	320,500,000	44,975,000	83,135,000	358,660,000	11,039,368	
Murphy ESD	8,257,000	874,000		7,383,000	228,753	
Nadaburg ESD	2,436,000	77,000		2,359,000	92,544	
Osborn ESD	53,375,000	4,960,000		48,415,000	2,091,683	
Paradise Valley USD	381,220,000	78,115,000	76,855,000	379,960,000	15,462,209	1,440,829
Pendergast ESD	53,275,000	6,095,000	9,500,000	56,680,000	2,200,062	
Peoria USD	207,770,000	22,645,000		185,125,000	8,031,194	
Phoenix ESD	55,395,000	8,035,000		47,360,000	2,124,758	



Payments by District (Continued)

District	Beginning Balance	Principal Payments	New Debt Issued	Ending Balance	Interest Payments	Sinking Fund Payments
Phoenix UHSD	434,905,000	48,335,000		386,570,000	16,688,920	
Queen Creek USD	138,515,000	8,640,000		129,875,000	5,816,360	
Rio Verde FD	4,600,000	-		4,600,000	116,895	
Riverside ESD	44,115,000	6,365,000		37,750,000	1,790,205	
Roosevelt ESD	81,740,000	8,255,000		73,485,000	3,307,366	
Saddle Mntn USD	53,105,000	2,525,000		50,580,000	2,169,320	
Scottsdale USD	334,405,000	16,940,000		317,465,000	14,295,542	1,170,848
Sun City FD	8,492,000	417,000		8,075,000	333,394	
Tempe ESD	138,845,000	13,280,000	48,950,000	154,515,000	6,035,975	
Tempe UHSD	82,360,000	5,605,000		76,755,000	2,034,587	
Tolleson ESD	24,320,000	1,615,000		22,705,000	1,015,194	
Tolleson UHSD	169,815,000	13,230,000	60,730,000	217,315,000	7,588,910	
Union ESD	7,900,000	765,000	4,410,000	11,545,000	237,600	
Valleywise SHCD	673,195,000	32,500,000		640,695,000	26,392,291	
Washington ESD	115,220,000	11,205,000		104,015,000	4,001,226	
WestMEC	157,075,000	12,855,000		144,220,000	6,639,956	
Wickenburg USD	7,845,000	1,045,000		6,800,000	292,900	
Wilson ESD	3,465,000	455,000		3,010,000	140,556	
Grand Total	5,677,646,000	561,578,000	498,755,000	5,594,823,000	221,467,548	5,237,652

Taxpayers' Information Fund

The Taxpayers' Information Fund, established by A.R.S. § 11-495, states that, "The county treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system as follows:

- Purchasing computer hardware and software.
- Training employees to operate the system.
- Maintaining the system, including purchasing equipment maintenance agreements.
- Updating the system hardware and software."

The Taxpayers' Information Fund primarily earns revenue from the sale of tax liens and special assessments charged within community facilities districts. The fund balances, revenues, and disbursements by fiscal year can be seen below.

Fiscal Year Activity & Balances

Year Ending June 30	2018	2019	2020	2021	2022
Taxpayers' Information Fund:					
Beginning Balance:	292,545	290,066	384,489	68,162	205,902
Revenues	188,446	183,423	152,573	241,163	139,865
Disbursements	190,925	89,000	468,900	103,423	-
Ending Balance	290,066	384,489	68,162	205,902	345,867



Portfolio Management

The County Treasurer invests, on a pool basis, all idle monies not specifically invested for a fund or program. Participants in the investment pool include school districts, county agencies, and other special districts.

All investments follow statutes and include the following internal investment objectives:

- Maintain safety and preservation of principal.
- Maintain sufficient liquidity to meet the cash needs of pool participants.
- Maintain the highest rate of return given the prevailing budgetary and economic cycles, while considering the other investment objectives and requirements of statutes.

Investment Earnings & Distributions

The Treasurer allocates interest earnings monthly to each of the pool’s participants. Cash distributions occur quarterly and reduce the interest receivable balances. Interest distributions help reduce future budget requirements when property tax rates are calculated.

For the year ended June 30, 2022, interest distributions, earnings, and other information were as follows:

	June 30, 2022
Agency type:	
School districts	29,518,109
County agencies	21,117,799
Special districts	4,540,366
Total interest distributions	55,176,274
Change in interest receivable balances	2,929,095
Interest earnings	58,105,369
Average book value of investments	5,892,226,013
Annualized yield	0.99%
Average days to maturity	623

Investment Portfolio Distribution

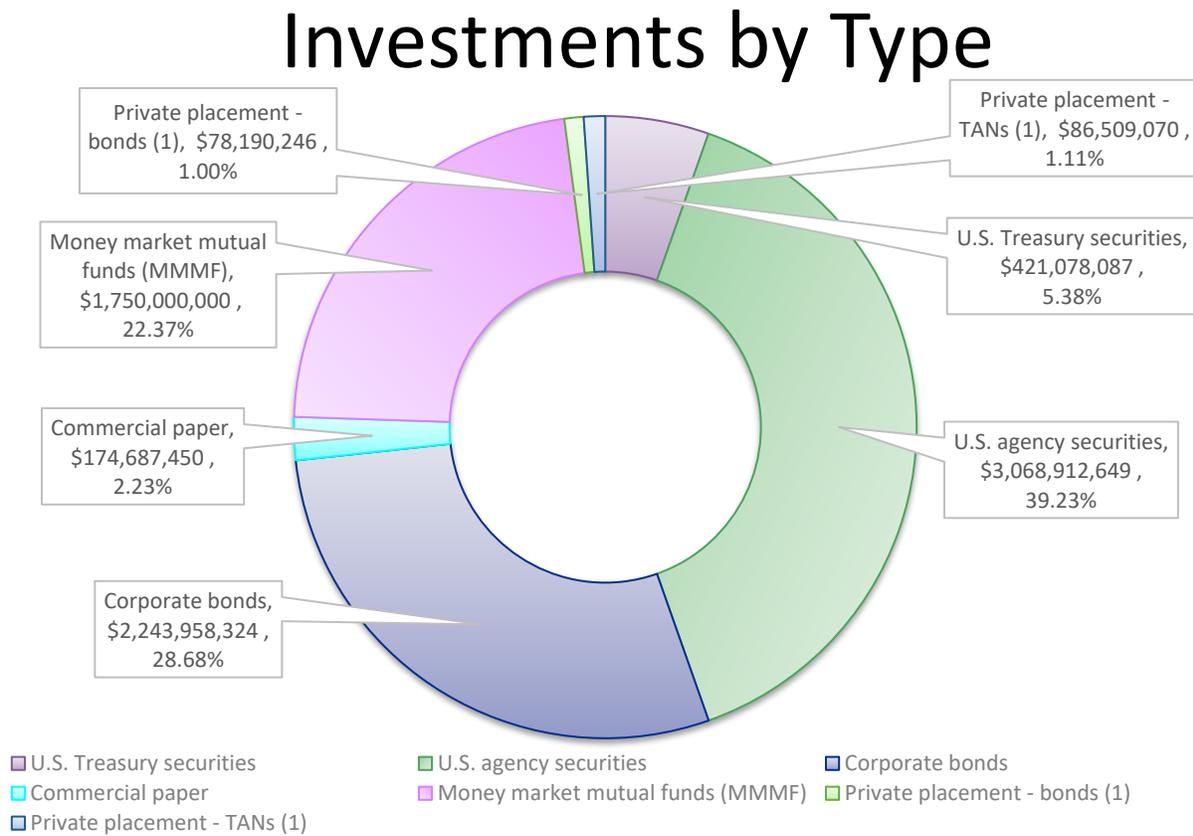
In accordance with statutes, the County Treasurer’s Office invests public monies in the following types of investments:

- U.S. Treasury securities.
- U.S. agency securities.
- Corporate bonds.
- Commercial paper.
- Money market mutual funds (MMMMF).
- Other types of investments (e.g., privately placed bonds and tax anticipation notes (TANs), registered warrants, etc.).



All investments are reported at fair value, except for privately placed bonds and TANs that mature within 90 days that are reported at amortized cost (cost adjusted for amortizing premium/accreting discount on a straight-line basis). Privately placed bonds that mature beyond 90 days are valued using information from similar investments. All other bonds are priced using an evaluated bid based on observable market information or Bloomberg. All money market mutual funds are valued using a net asset value (NAV) of \$1.00 per share.

As of June 30, 2022, the investment portfolio totaled \$7,823,335,826, and contained the following investments:



(1) The private placement bonds and TANs purchased by the County Treasurer were issued by various school districts and fire districts that deposit monies with the County Treasurer.

Looking Ahead

The Financial Services unit continues to pursue operational improvements by leveraging technology. A new accounting system will improve processing times and allow for the creation of more sophisticated data reports. A new agency website that is more user-friendly will help school districts and other governmental entities that bank with the Treasurer's Office. All of these enhancements will benefit the customer, and make their experience a positive one!



Information Services

Accomplishments

Treasurer Allen has a strong commitment to continuous improvement for the office and staff, and a major part of that improvement is in technology and the services supporting it. The Information Services unit is focused on IT modernization; delivering technology solutions to assist our business operations unit in effectively serving the residents of Maricopa County, and improving the technology we use and how we use it to do work.

Information Services improvements are summed up in IT modernization initiatives to include:

- **Property tax software acquisition:** The technology team took a major step in continuous technology improvement by identifying and acquiring property tax software to serve as the foundation for advancing the capability of the office. When the project is completed, the software will provide efficient transaction processing for the office. The major tasks completed during this reporting period were the evaluation of the tax software solution, including formal requirement assessments, functionality evaluation, gap assessments, and development planning of the solution, which is scheduled to be delivered in 2024.
- **Data warehouse:** The data management team designed, developed, and deployed a data warehouse solution to support efficient and secure data management. Data is the foundation of information and reporting, and it is vital for the office to perform research, provide responses to customers, and add predictability to how services and support are planned. The data warehouse provides a single source of truth for reporting and the consolidation of data which creates efficient data handling.
- **Content deployment:** A system known as OnBase was deployed and utilized throughout the office. OnBase is a process automation and content management system which allows for digitization, a foundational aspect of creating a paperless environment, but also making documents electronic and available upon demand.





Information Services Support by Application Type

The Treasurer's Office's technology requires ongoing and continual support and maintenance to ensure uptime and availability of applications used by residents, agencies, and staff. Creating new functionality, resolving software issues, building reports, and designing document workflows are standard technical support functions. Below is a list of the application types and the number of tickets submitted by users during fiscal year 2022.

Application Type	Ticket Count
Agency User Website	16
Document Repository	65
Financial Systems	60
Intranet	5
Investment Software	4
Legacy Property Tax Software	25
Property Tax Software	12
Reporting	22
Service Ticket System	18
Treasurer's Accounting System	90
Treasurer's Website	49
Treasurer's Website Upgrade	1
Total	367

Information Services Production Support by Type

Provisioning users, executing operational tasks, and maintaining system operability are regular and reoccurring functions performed by the technical support teams. From providing access to systems, setting up workstations, and to applying security patches, the items listed below are technical functions associated with maintaining a high-functioning Treasurer's Office.

Support Type	Ticket Count
Access/Security	499
Backup/Restore	3
Daily Operations	231
Data Sales	47
Desktop Support	100
Email	42
Hardware	116
Infrastructure/System Support	79
Interface/Integration	10
Misc. Operations/Production	7
Non-Treasurer Applications	12
Operations/Production Request/IT Budget	9
Production Request/Incident Management	8
Security Audit	2
Software Install/Support	18
Telecommunications	9
Web-Based Support	22
Total	1,214



Looking Ahead

Information Services has several initiatives planned for the coming year. We are excited about the technology and innovation coming into the Treasurer's Office to support the community:

- The property tax software will be in development with planned deployment in September 2024.
- The current incident management tool will be replaced with a solution allowing data analysis, dashboarding, and self-service.
- Agency Web, the online portal used by school districts and agencies, will be redeveloped as part of the property tax project, providing agencies with access to interact with their accounts.
- Payment services replacement and expansion will give the residents of Maricopa County various payment options.
- Social media use will provide an additional communication channel for the Treasurer and Maricopa County residents.
- Multilingual site translation capability is being developed for the applications the public uses to conduct business with the Treasurer's Office.
- eGov is the new community website for the residents of Maricopa County to find information, news, and conduct business with the Treasurer's Office.
- QR code capability will provide residents the ability to scan QR codes to access information and for special capabilities and communications including locating and viewing property tax bills and other relevant information.
- Technology skills will continue to be refined and developed to keep up with the changing technology landscape.

Technology is rapidly evolving, and requires the Information Services unit to maintain a forward-looking posture to stay out in front of technology needs supporting the community. Planned technology changes and continuous process improvement initiatives will move the Treasurer's Office into the 21st century and position the Treasurer's Office to support continued growth in Maricopa County.





STAR Call Center

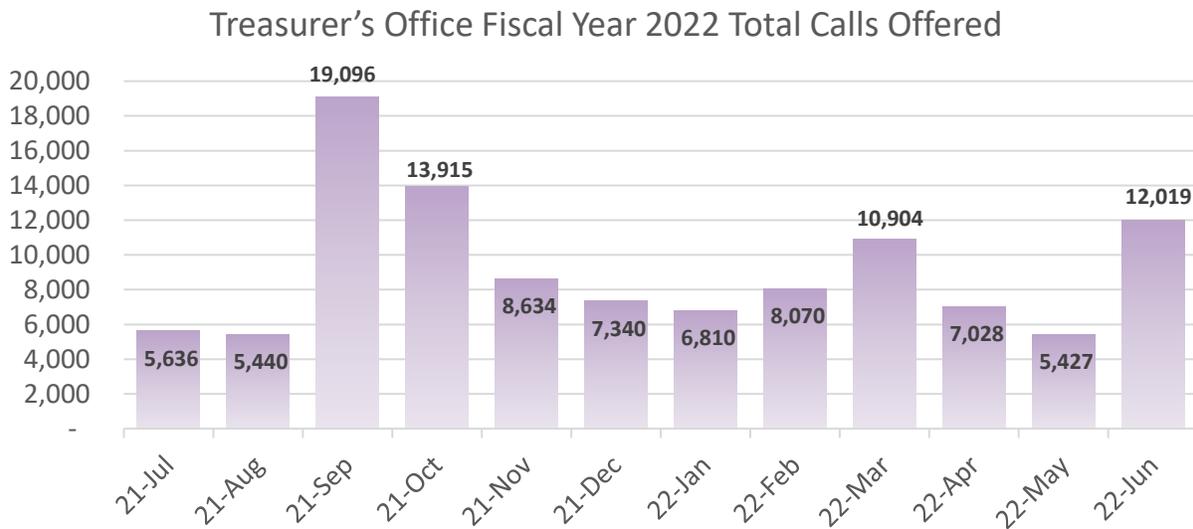
Accomplishments

The STAR Call Center is a separate County department that fields phone calls and answers constituent questions on behalf of the Assessor's Office, Recorder's Office, and Treasurer's Office. Treasurer staff work closely with the STAR Call Center to ensure that taxpayers have their questions answered and receive excellent customer service. Below are some of the STAR Call Center's accomplishments from the previous fiscal year:

- Hired an additional supervisor to address the high representative-to-supervisor ratio.
- Transitioned to a new phone system solution, which improved efficiencies, promoted greater stability, and lowered maintenance costs.
- Added a new Training Coordinator position to address new hire and recurring training needs.

Call Volume Data

In Fiscal Year 2022, the STAR Call Center handled 110,319 calls for the Treasurer's Office. September and October saw the highest call volume for Treasurer's Office inquiries. Tax bills and information statements are mailed out in September, and first half property tax payments become delinquent after November 1. There is also high call volume in June, as this is when delinquency notices are sent out.



Looking Ahead

The STAR Call Center will continue to develop in fiscal year 2023. The department received approval to hire additional phone representatives and supervisors. Furthermore, the STAR Call Center will implement a new customer relationship management system, which will provide even better service to taxpayers. We are proud to work with the STAR Call Center, and look forward to serving you!



Conclusion

The Maricopa County Treasurer's Office made significant progress in fiscal year 2022. Organizational changes led to a less top-heavy structure. Staff were cross trained to cover additional duties. Silos between the units were reduced. Overall, this has led to a more collaborative working environment for the whole office.

Going forward, our property tax and accounting system upgrades will provide operational efficiencies. We will be launching a new version of the Treasurer's Office's website, which will be more user-friendly. All of these changes allow us to better serve you, the taxpayer. We look forward to the continued growth that the new fiscal year will bring!

